

ORIGINAL

Cover Sheet – Social Service Activity

AGENCY NAME: Craig's Doors – A Home Association
AGENCY ADDRESS: 256 North Pleasant Street, Amherst, MA 01002
AGENCY PHONE NO: 413-256-0704 CONTACT PERSON: Rebekah Wilder
CONTACT PERSON EMAIL: rebekah@craigsdoors.org
2015 CDBG FUNDING REQUEST: \$65,000

1. Project Name: Supportive Housing Collaborative (SHC)

2. Project Description (1-2 sentences):

A Housing-First initiative, dedicated to housing individuals from emergency shelter into stable housing. Partnering together with other social service agencies to help clients achieve housing independence, Craig's Doors will provide year round supportive services.

3. Project Location (Street address):

434 North Pleasant Street, Amherst, MA 01002

256 North Pleasant Street, Amherst, MA 01002

4. Budget Request: \$65,000

5. Type of Activity (check one):

☐ Family stabilization

☐ Youth development

☐ Economic self-sufficiency (adult education)

☐ Food and nutrition

☒ Emergency & preventive services: rental assistance, fuel assistance, and shelter services.

☐ Other – please explain

6. National Objective:

The 2010 Federal Strategic plan to prevent and end homelessness *Opening Doors* set a goal to end chronic homelessness by 2015, with a goal to ending youth homelessness by 2020. According to President Barack Obama "it is simply unacceptable for individuals, children, families, and our nation's Veterans to be faced with homelessness". Craig's Doors' is committed to helping our guests find a "safe, stable place to call home"¹

Total number of beneficiaries (individuals served): We have served 364 individuals through our Emergency Shelter since we opened in 2011. Of these individuals, 79 found or were placed in housing. We plan to provide housing stabilization services to 20 individuals per year.

Total Low/Mod beneficiaries (individuals served): 100%

¹
http://usich.gov/resources/uploads/asset_library/Opening%20Doors%202010%20FINAL%20FSP%20Prevent%20End%20Homeless.pdf (p.7)

Please submit responses to the following questions:

A. National Objective Description

Addressing homelessness has been a clear priority of the Obama Administration. President Obama signed The Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009 (HEARTH Act) into law on May 20, 2009. The HEARTH Act consolidates three separate homeless assistance programs administered by HUD under the McKinney-Vento Homeless Assistance Act into a single grant program, and revises the Emergency Shelter Grants program and renames it as the Emergency Solutions Grants (ESG) program. The change in the program's name, from Emergency Shelter Grants to Emergency Solutions Grants, reflects the change in the program's focus from addressing the needs of homeless people in emergency or transitional shelters to assisting people to quickly regain stability in permanent housing after experiencing a housing crisis and/or homelessness. The HEARTH Act also codifies into law the Continuum of Care planning process, a longstanding part of HUD's application process to assist homeless persons by providing greater coordination in responding to their needs.²

In keeping with these national objectives, the community-based approach, which Craig's Doors embraces in order to shelter people without homes, includes increased access to supportive services in accordance with the Continuum of Care guidelines as well as policies supporting Housing First / Rapid Re-housing priorities. Craig's Doors also maintains a long-term mission to actively secure permanent housing for shelter guests, as available, within the current low-income housing stock, as well as through the development of extreme low-income supportive SRO (Single Room Occupancy) housing.

The 2010 Federal Strategic plan, *Opening Doors*, emphasizes the need for shelters to become "crisis response systems", actively working with individuals to help them return to stable housing. Craig's Doors runs Amherst's emergency homeless shelter, Craig's Place, from November 1st – May 1st every year. At Craig's Place, a case manager or student advocate works with every guest to fill out the HUD HMIS Intake Assessment. The intake asks personal questions about a guest's mental health, substance abuse history and history of homelessness. The intake also asks about income and noncash benefits the individual receives. Since all shelter guests are homeless, all are also below the low/moderate income threshold. The intake process helps to identify eligibility for potential social service benefits and helps to shape the types of referrals made by staff, advocates and case managers. Copies of guest intakes, which include income data, are submitted to Town officials on a monthly basis. Data collected during the 2011-2012 shelter season confirms that the income of each shelter guest was consistently below the federal guidelines for a low/moderate income.

Craig's Doors partners with Health Care for the Homeless (HCH) to provide a medical clinic at various program locations. Founded in 1983, HCH follows a nursing model of health care, providing assessment, intervention, referrals, follow-up and education.³ The goal of partnering with HCH is to increase access to medical care and reduce barriers to care for individuals experiencing homelessness, aligning with objective nine of *Opening Doors*.

In keeping with these national objectives, the Craig's Doors Resource Advocacy program was developed to help our guests with resources such as housing, healthcare, and food assistance. In the 2014 Fall Semester, Craig's Doors collaborated with the University of Massachusetts to develop a 3 credit service-learning public policy class – *Homelessness and Shelter*. The class is designed to give students the opportunity to learn about local homelessness in both an academic context and within the nonprofit field. Under the supervision of a Case Manager, the students work with guests to find the help they need.

² http://www.hudhre.info/documents/HEARTH_ESGInterimRule&ConPlanConformingAmendments.pdf

³ <http://www.mercycares.com/health-care-for-the-homeless>

B. Demonstrate Consistency with Community Development Strategy

The 2015 Community Development Strategy emphasizes a need for low income affordable housing, as well as services that help develop economic self-sufficiency, food and nutrition programs, and emergency and preventive services.

1. Housing (Priority 2)

The creation of affordable and fair housing for the chronically homeless and extremely low income is listed as a high priority in the Community Development Strategy. The critical need for affordable/low income housing in Amherst can, in part, be substantiated by the number of individuals who are homeless and in need of emergency shelter. While Craig's Place provides immediate relief to those who are at risk of dying due to exposure, ultimately only housing will create a lasting difference in their life expectancy. Our SHC program matches individuals with housing currently available in Amherst and the surrounding towns. We will work directly with landlords to help placed clients uphold rental agreements.

2. Community Services (Priority 3)

Craig's Place is turning away an average of 7 individuals per night as of December 2014. Increasing Case Management services at the shelter level, as well as throughout the year is the only way to decrease the need of expanded shelter services. Using the shelter as a triage center to rapidly rehouse individuals will free beds at the shelter.

C. Agency Information

Craig's Doors – A Home Association, Inc. was founded in the summer of 2011 to help those who are without homes improve their quality of life. Craig's Doors challenges the stereotypes and practices which perpetuate homelessness, fosters sustainable independence through access to supportive services, cultivates collaborative relationships to generate new opportunities and builds community which inspires positive change. Craig's Doors is named in honor of Craig D. Lorraine (1966-2011) – a beloved and cherished brother of four sisters, a Navy veteran who served in the Gulf War and a talented street musician. One cold night when he arrived at a shelter at the end of a difficult day, Craig expressed his singular wish to a staff member "Sometimes I just wish I had a door ... a door I can close!" We established Craig's Doors not just to honor Craig's wish but to assist those who continue to struggle to attain the privacy and dignity of a home of their own.

Craig's Doors is comprised of individuals with decades of experience serving those who are homeless, managing non-profit organizations, creating and developing housing opportunities, raising the necessary resources, serving low-income members of our community and reaching out to those in need.

Craig's Doors took over the operation of Amherst's 16 bed emergency shelter in 2011. That shelter season we had to turn people away 789 times, and while 161 individuals sought shelter, only 124 of them were able to receive a bed.⁴ Because of this shortfall, Craig's Doors petitioned the Town of Amherst to increase the number of beds at Craig's Place. The town of Amherst authorized an additional 6 beds for women. This reduced the number of people sleeping outside because shelters were full by 76%.⁵

Over two shelter seasons (2011/12) and (2012/13) we saw a 6% reduction in the number of guests turned away because of limited capacity and a 7% increase in the number of guests who only stayed one night. We also witnessed a 160% increase in the number of individuals housed⁶. A large portion of the increase in the number of guests housed is the result of a two year effort to house those individuals who presented with extremely high barriers to housing. Some individuals (including many defined as chronically homeless by HUD) have multiple barriers to housing and some may require more effort and staff focus.

⁴ Craig's Place-Emergency Shelter Statistics (Column 2012/2013)

⁵ Craig's Place-Emergency Shelter Statistics (Column 2013/2014)

⁶ Craig's Place-Emergency Shelter Statistics (2011/2012, 2012/2013, 2013/2014)

Craig's Doors is in the fourth year of operating a seasonal shelter. This year we will be expanding our hours through the renovation of an office trailer into a dining common. To take full advantage of the extended hours and new space, we hired a case manager to work with our expanded Craig's Doors Resource Advocacy program. Advocates connect guests with local housing, job, healthcare, and transportation resources. The Case Manager organizes and oversees this program, in addition to providing more customized support for guests, and ensure that guests do not fall through the cracks.

According to the State of the People Report, prepared by the Pioneer Valley Planning Commission, Craig's Doors sits on the edge of a Food Desert in North Amherst, where 48.1% of the population lacks access to affordable fruits, vegetables, whole grains, low fat milk, and other foods that make up the full range of a healthy diet.⁷ While this figure includes the housed population of Amherst, those who have no homes have a more dramatic lack of access. One way we attempt to offset this statistical trend is by serving guests nutritious meals. Throughout the 2011/12 shelter season Craig's Place served 8,613 meals. During the 2012/13, season, after adding 6 beds for women, we served 10,827 meals⁸. This summer Craig's Doors collaborated with the Unitarian Universalist Society of Amherst (UUSA) to provide a community breakfast every Wednesday morning from 8 a.m.-10 a.m. The UUSA's new addition provides a bright and inviting location in the center of Amherst's Main Street business district. A typical breakfast includes pastries donated by area bakeries, cereal, scrambled eggs, hash browns, and sausage.

The mission of Craig's Doors is still to create and develop a model of supportive SRO housing for those in our community who are most vulnerable. With the active support of community organizations such as Health Care for the Homeless, Interfaith Housing Corporation, First Baptist Church and other area houses of worship, Eliot Homeless Services, Stavros Center for Independent Living, local businesses and area residents, Craig's Doors is creating a template that will allow us, as a community, to address the variety of issues that lead to and perpetuate homelessness. These include not only income status, mental health/substance abuse issues, joblessness and a lack of affordable housing, but also the need all individuals have for being a part of a community that cares for and supports its members. Integral to the development of this model, are the respectful relationships those involved in the founding of Craig's Doors have established with homeless individuals, human service providers in the region and the faith-based community. Craig's Doors is committed to providing a continuum of care based upon the physical, psychological and community needs of people who are homeless.

⁷ Economic Security - Food Desert
http://stage.pvpc.org/sites/default/files/State%20of%20the%20People%2005_08_2013_web.pdf (p. 96-97)

⁸ Craig's Place-Emergency Shelter Statistics (Column 2012/2013)

D. Project Budget Information

Detailed Program Budget:

Income	
CDBG	\$65,000.00
Individual Donations	\$5,000.00
United Way Funding	\$2,000.00
Total Income	\$72,000.00

Expenses	
Program Director 10 Hrs	\$13,000.00
Case Manager 30 Hrs	\$28,080.00
Housing Specialist 20 Hrs	\$18,720.00
Payroll Taxes (FICA, MED, SUTA, FUTA, W/C)	\$8,372.00
Total Wages	\$68,172.00

Direct Services	
Client Transportation Services	\$500.00
Client and Landlord Training	\$412.00
Qualifying Housing Supplies	\$500.00
Total Direct Services	\$1,412.00

Indirect Services	
Program Facility	\$800.00
Facility Operation	\$641.00
Equipment (Laptop Computer)	\$400.00
Staff Mileage 1000 Mi	\$575.00
Total Indirect Services	\$2,416.00

Total Expenses	\$72,000.00
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All of Craig's Doors funding for the 2014-2015 season is dedicated to the operation and running of the Shelter and Community Breakfast programs. Each year our donor base has increased, providing increase in funding for services. Dedicating \$5,000 of new funding towards the implementation of the Supportive Housing Collaborative is not only worth investing in, but is the next step in the overall plan of Craig's Doors. Craig's Doors receives \$20,000 a year for shelter and housing services from the United Way of Hampshire County. The primary focus of this funding is for the general operations of Craig's Doors and of Craig's Place. We will be dedicating 10% of the United Way funding for the next two years towards the Supportive Housing Collaborative.

If additional funding is necessary for the completion of this project, this will be accomplished through direct fundraising and/or through the application of additional grants (i.e. HUD Continuum of Care funds, as applicable, private/corporate/ community/civic foundations such as Eastern Bank Charitable Foundation and Rotary International) and corporate matching fund programs. Additional

funding for this program will be directly related to our shelter funding. While we received funding from the EA, the ESG and from the Town of Amherst for this past shelter season, these sources will need re-applied for during this coming year if the shelter is to continue. Shelter services are a vital importance for those without homes, and while our program will significantly affect the number of individuals living on the streets, it cannot entirely eliminate the need for a shelter within the next five years.

Housing First is a cost effective way to help individuals without a home. In the article *The Cost of Homelessness* the National Alliance to End Homelessness stated that "...a housing-based approach to homelessness is not only more cost-effective than a shelter-based approach, but more effective in the long term. By focusing our resources on ending homelessness, we can make real progress toward eradicating the social problem while helping the country's most vulnerable residents."⁹

The Housing First program adopted in Portland OR costs annually \$9,870 per-person; in New York City the annual cost per-person is \$17,277;¹⁰ and in Denver CO the per-person cost is \$13,400 annually¹¹. Our anticipated program costs per-person is \$7,200 annually.

Our budgets and financial reports are reviewed by Sarah Marshall – Craig's Doors Board Treasurer, and the agency bookkeeper, Lynn Nystrom, who has twenty years of experience in accounting. Rebekah Wilder is Acting Executive Director and agency Program Director, and is responsible for writing the agency budget as well as program budgets. Ms. Wilder has been managing the Craig's Place shelter and budget for over three years, with five years' experience working with guests at the Amherst Shelter. The established relationship she has developed with guests builds a foundation of mutual respect and trust essential for providing services. Her unique experience working directly with the shelter population in every level of the Shelter program allows her to effectively manage and predict the needs and expenses of guests and staff. Ms. Wilder also has 16 years' experience with fundraising and building professional relationships. The success of her experience is demonstrated through the shelter operations, such as the increase in volunteers from only 100 volunteers in 2011 to over 400 volunteers in 2014. The Craig's Doors financials are also audited each year by an independent accounting firm.

⁹ http://www.endhomelessness.org/pages/cost_of_homelessness

¹⁰ <http://www.endhomelessness.org/library/entry/supportive-housing-is-cost-effective>

¹¹ http://www.coloradocoalition.org/userfiles/Housing/Executive_Summary_DHFC_study.pdf

Answers for Parts E—I must not exceed six (6) pages

E. Project Description

The SHC program will become part of the Craig's Doors emergency response system. Through the dedication of case managers and partner agencies we will coordinate and provide services necessary for a Housing First Model to succeed.

Research has shown that individuals who are rapidly rehoused without follow up support are far more likely to experience homelessness again than someone comparatively housed and supported with follow up visits, continued social service support and an active relationship with program staff.

The Supportive Housing Collaborative will work with individuals experiencing homelessness, to help them achieve housing stabilization. Case Managers will work one on one with clients and landlords to prevent evictions.

A successful Housing first model is dependent on its partners and regional support network to succeed. Craig's Doors and Craig's Place have an established network of social service providers, support programs, government officials and volunteers. Each individual who we house will have a team of 3-5 people to support them and help them remain housed. These team members will consist of professionals and non-professionals, with a common goal of helping the client stay housed. These individuals will include: Doctors, therapists, case workers and outreach workers, AA sponsors, family members, pastors, and others who are identified as necessary for an individual's ability to remain housed.

A key community partner for SHC is Dr. Kate Ewall with Health Care for the Homeless. Dr. Ewall has served as the representative of Health Care for the Homeless over the past few years, providing medical services at the Craig's Place Emergency Shelter. A strong supporter of the Housing First Model, Dr. Ewall will continue to offer medical services and referrals to participants of SHC.

F. Project Need

Permanent Supportive Housing, with no hoops to jump through, is ultimately needed to save lives of chronically homeless individuals. On November 11, 2014 the temperature dropped below 20 degrees, prompting Craig's Place to expand its capacity. Despite empty beds, one guest never made it to our doors that night. Robert Sherman was found in his tent the next day, having died from exposure just a few weeks before his 47th birthday. He was a guest at the Amherst shelter for 5 years, and spent the previous year living in a storm drain. Sherman suffered from an inability to give up alcohol, and fell asleep in his tent completely unaware of the night's danger.

Those without homes during the coldest months of the year are highly vulnerable to exposure, malnourishment, a lack of physical and mental health care, and ultimately, death. Since November 1, 2011 five individuals who had been regular guests of the emergency shelter have died. Their deaths are a tragic illustration of the vulnerabilities that are experienced by those who are without a home and who rely on the support of the community to help prevent further untimely deaths. According to the National Coalition for the Homeless, "The average life expectancy in the homeless population is estimated between 42 and 52 years, compared to 78 years in the general population."¹²

The 2014 Point in Time count (PIT) conducted on January 29th showed that there were 1,665 persons homeless in Western MA, 753 persons within the Three County Continuum of Care, and 36 individuals in Amherst. Before the Amherst Shelter was established, the 2010 PIT count showed 22 individuals living on the streets of Amherst.^{12.1}

Over the past three years Craig's Place has sheltered 364 unique individuals. Of these individuals 49% have either been homeless for over a year, or have been in and out of homelessness four times in

¹² <http://www.nationalhomeless.org/factsheets/health.html>

^{12.1} <http://westernmasshousingfirst.org/wp-content/uploads/2013/09/3-County-CoC-PIT-Summary-with-Data-Tables-2014.pdf>

as the 48% with a mental health condition, and the 45% who struggle with substance abuse. In the 2013-2014 shelter season approximately 57% of the 143 guests who came to Craig's Place were reported to have some type of disabling condition, such as significant mental health conditions, substance abuse, HIV, AIDS or other chronic health condition.

Craig's Doors primarily serves the greater Amherst area in Hampshire County. The median income is \$44,011¹³ and the June 2012 unemployment rate was 6.4% according to the Department of Labor. The percentage of people in Amherst living below the poverty line was actually the highest per capita in the Pioneer Valley at 29.3%.¹⁴ The large number of students from area colleges, particularly UMass, which includes many students renting off campus housing, has caused rents to climb steadily. The median requested rent for vacant units in 2009 was \$756¹⁵, while the median gross rent in Amherst that same year was \$991¹⁶. Fifty-six percent (56%) of people who either rent or own housing in Amherst pay *more* than 30% of their income toward the cost of housing.¹⁷

Emergency shelter saves lives each winter, but ultimately it fails to increase the life expectancy of those living on the streets. If Robert Sherman had a home of his own, it would not have stopped him from over drinking, but he would have lived, and life is hope.

G. Community Involvement and Support

Craig's Doors was established as a community-based organization committed to the notion that it takes an entire community's participation to truly address the issue of homelessness. We strongly believe that the solutions based on community support will be the most effective approaches. Craig's Doors works in collaboration with an established network of social service providers, support programs, town and government officials, public safety personnel and community volunteers. By engaging with myriad people and projects in Amherst and beyond, we endeavor to connect our guests with the best, most specialized resources possible while also helping to cultivate a local environment committed to improving the lives of all those suffering with homelessness. Craig's Doors will fulfill its commitment by continuing to welcome local volunteers, area organizations, houses of worship and town officials to work together to accomplish the goal of safe, welcoming, respectful and community based solutions to homelessness.

Craig's Doors operations are guided through a collaborative process involving Town staff, the Fire Department, Building Inspector, Health Department, Police Department, Craig's Doors staff and Board of directors, and Amherst residents. Together we are able to provide a higher quality of service to our neighbors without homes. The support received from the Amherst Police Department through the Shelter Liaison Officer Linda Newcomb and her team of officers has made a difference in the way clients and police interact year round.

Students are a valuable resource, with over 300 volunteering at Craig's Place from UMass alone. In 2013 one UMass student designed a Resource Advocacy program staffed entirely by students. The Resource Advocates help guests find housing, healthcare services, food assistance, detox, etc. In the 2014 Fall semester the Resource Advocates became the Service Learning portion of a new 3-credit UMass Public Policy Class – *Homelessness and Shelter*. These students will continue to play an important role in the design and implementation of the SHC program.

Dr. Kate Ewall will continue to partner with Craig's Doors to ensure that those transitioning from shelter into housing have access to healthcare. Dr. Ewall was a guest speaker at the Homelessness and Shelter class where she taught that housing is the best medicine for curing illnesses caused by homelessness.

¹³ http://stage.pvpc.org/sites/default/files/State%20of%20the%20People%2005_08_2013_web.pdf (p.87)

¹⁴ http://stage.pvpc.org/sites/default/files/State%20of%20the%20People%2005_08_2013_web.pdf (p.91)

¹⁵ Read more: <http://www.city-data.com/housing/houses-Amherst-Massachusetts.html#ixzz28RIGeGtK>

¹⁶ Ibid

¹⁷ http://stage.pvpc.org/sites/default/files/State%20of%20the%20People%2005_08_2013_web.pdf (p.103)

Eliot Community Human Services also partners with Craig's Doors on a regular basis. Eliot is a Homeless Outreach program contracted through SAMHSA and PATH. SAMHSA stands for: Substance Abuse and Mental Health Services Administration of the federal government's Department of Housing and Human Services. PATH (Projects for Assistance in Transition from Homelessness) is a component of SAMHSA. Eliot employs outreach-based social service providers who assist individuals with mental health issues transitioning from homelessness. Among those individuals, the chronically homeless and substance abusers are prioritized for service. Out Reach clinicians provide referrals, housing stabilization, and case management for individuals with mental health issues.¹⁸

SHC participants also have much to add to their own recovery. Actively involving individuals in their recovery contributes to better care and support, and improves the quality of their life. Individuals in the program will work with Case Managers to develop goals and action steps. They will also identify professionals and individuals to be a part of their support system. All program participants will be encouraged to offer feedback throughout the program. Opportunities will include questionnaires and group discussions. An advisory board of participants will be established to help incorporate new ideas and ensure that the program is helpful for all beneficiaries.

H. Project Feasibility

The Housing First model has been accepted nation-wide as the best solution for ending homelessness. In an article on Assertive Community Treatment (ACT) the United States Council on Homelessness stated that "Without adequate support, people with serious mental illness may be unable to navigate the systems that provide housing assistance or unable to achieve housing stability if housing is offered."¹⁹ Research has shown that rapidly rehoused individuals, without follow up support, are far more likely to experience homelessness again than someone comparatively housed and supported with follow up visits, continued social service support and an active relationship with program staff. Each participant in SHC agrees to a plan that enables accountability, stabilization and follow up that is customized based on their needs.

The need for supportive services is high with 571 individuals and families homeless within the Three County Continuum of Care. In the past three years, we have had an average of 3 individuals each night on our shelter waiting list. Based upon the past shelter season data, emergency shelter services were utilized by 143 individuals during the six month shelter season, with an average of 23 individuals per night. The number of nights that an individual stayed varied from 1 night to over 100 nights, with the average stay being 31 days. In 2013 we served 148 individuals, 50% had a history of homelessness, 20% were chronically homeless as defined by HUD, and 57% had a disabling condition. Current economic conditions and the lack of extreme low income housing in the area has contributed to the shelter numbers remaining relatively consistent over the past three years.

The program can be implemented quickly after being awarded funding. We already have strong relationships with other local agencies willing to partner with us for this project. Our Board brings together years of experience working with development, housing, and individuals experiencing homelessness. On receiving notice of funding the Executive Director and qualified Board directors will begin to building relationships with landlords and property managers interested in participating. In the first month of funding, the Program Director will hire and train the Housing Specialist and Case Manager. Through the efforts of the Case Manager, we anticipate having 20 individuals enrolled in the program within the first year. The success of our program will be seen through the decrease in the numbers of individuals returning to homelessness. Our goal is to have a success rate of 80%²⁰ of SHC clients remaining housed after three years.

Staff will be supervised by the Craig's Doors Program Director, who has a minimum of five years'

¹⁸ Amherst Committee on Homelessness. January 13, 2011 meeting minutes

¹⁹ http://usich.gov/usich_resources/solutions/explore/assertive_community_treatment

²⁰ <https://www.youtube.com/watch?v=iGx3f1PiutI#t=247>

Staff will be supervised by the Craig's Doors Program Director, who has a minimum of five years' experience working with the homeless. The Program Director will oversee the hiring and training of staff, as well as the training and coordinating with partner organizations and individuals. The Director will also be responsible for contract requirements, policy, procedures and maintaining detailed records in accordance with Town reporting requirements. All Grievances with staff will be handled in accordance with Craig's Door's Personnel Policies Section 20 Employee Appeals (Grievance Procedures).

SHC staff includes personnel experienced in the administration of direct services to those who are homeless and low-income as well as experienced in sustainable non-profit management. The direct management team has the full support of the Craig's Doors board of directors, whose qualifications and experience actively contribute to the success of the organization.

The Housing Specialist is responsible for finding and placing clients into housing. With the help of the Board of Directors, the Housing specialist will search for, interview, and educate perspective landlords on the program. The Case Manager will be responsible for working with both the individual and the landlord to work out issues before they lead to evictions. The Case Manager will also be responsible for coordinating and offering training to landlords on issues of mental illness, addiction, behavioral issues, and conflict resolution.

To qualify for the program, individuals must be currently homeless, and struggle with a mental health or substance abuse. Individuals can access entry into the program by speaking with a Case Manager, or through entering the Craig's Place Shelter. Each individual staying at the Craig's Place shelter completes an Intake form which includes data about veterans status; education; employment; total income including Employment, SSDI, Pension, Annuity, EAEDC, Trust Fund, Unemployment compensation, SSI, etc.; physical or mental disability, and any substance abuse history. Guests interested in participating in SHC program will fill out a VI-SPDAT, to help determine what type of housing would best fit their individual needs. The VI-SPDAT is being used by both the Hampden County CoC and the Three County CoC, as the regions coordinated assessment.

The Case Manager will conduct an additional screening for barriers to housing including criminal history, rental/tenant history, income verification and social service status, CORI, or credit checks as needed. Using this information, the case manager will develop an Individual Service Plan (ISP) for each individual. In accordance to the Housing First model and National objective, clients will not be required to provide any information they are uncomfortable with to the case manager. The information provided is for the purpose of matching clients with appropriate housing options and follow-up services.

A Housing Specialist uses an individual's ISP to place them into the most appropriate housing, while the case manager continues to help the individual address barriers to housing they have previously faced. Depending on the barriers to care and the ISP, some housing choices might not be an option for every individual. The Housing Specialist will be constantly developing new sources of housing for participants. This sort of development includes reaching out to local landlords, housing authorities and housing officials. Currently, we have identified three kinds for housing:

1. Market Rate Apartments
2. Publically Subsidized Housing
3. Program Housing (for those with high barriers to care)

Case Managers will follow-up with individuals for a minimum of one year after placement in stable housing.

Our success in working with this population is evidenced by our history. Craig's Doors has extensive experience working with homeless individuals and CDBG funding. The organization and programs are run by individuals with years of experience in the field. Craig's Doors is in its fourth year running the Craig's Place emergency homeless shelter. Craig's Place received CDBG funding through the Town of Amherst for three consecutive years, successfully meeting all obligations of these contracts.

Our student advocates worked with 53 individuals in 2013-2014 shelter season and by the close of the

shelter on May 1st, eight individuals found employment and thirty-one were successfully housed. Under the supervision of case managers, these student advocates will continue to be a valuable asset to the SHC program and to Craig's Place shelter.²¹

Craig's Doors uses a '*whatever it takes*' approach to all services we provide. Our shelter, Craig's Place, runs on the premise that those without homes should be treated with dignity and respect. Many of our guests struggle with alcohol and drug addictions, others have a variety of mental health complications. Regardless of situations that they are in when they come to our doors, if they are able to respect their fellow guests and the facility, they are allowed to stay. Experience suggests that some individuals will refuse services if they feel disrespected by an organizations methods. Our consistent policy of mutual respect significantly contributes to our successful interactions with shelter guests. Experience shows that individuals, particularly those with mental illness, would rather sleep outside, than go to a shelter where they do not feel safe. Our policy aligns with the National philosophy expressed in *Opening Doors* core values "There are no "homeless people," but rather people who have lost their homes who deserve to be treated with dignity and respect."

Housing individuals in the barrier free model of Housing First is the most effective way to ensure all individuals and families are housed, and the supportive services offered through the Craig's Doors Supportive Housing Collaborative are necessary for the implementation of a Housing First model. Craig's Doors has the reputation with those living on the streets of Amherst that will be the foundation of our Case Management services. Our success with a "*Whatever it takes*" approach will pave the way for developers to confidently provide low-income housing.

I. Project Impact

Consistent year round case management services will enable chronically homeless individuals to gain independence and safety through permanent housing. The number of individuals who cycle through housing and shelters each year will decrease, allowing more individuals who are living on the streets to access emergency shelter beds. Craig's Doors will track the number of individuals engaged in case management services, and what percentage of them are receiving mainstream benefits. These include housing, health care, mental health services, financial benefits, and access to food. The number of individuals who exit the shelter into housing, and the length of time they retain their housing will be used to measure the success of the program.

Safe shelter, hot meals and community support significantly improve the lives of those who are homeless in our community and provide a basis upon which to secure housing, a stable income through employment and/or qualified benefits, and ultimately, self-reliance. Many who are homeless in Amherst have a strong identification with our community. Their successful transition from homeless to self-reliance and, in many cases, treatment, often relies on the local networks of support that are established at the shelter and continued throughout the year. Craig's Place staff will continue to conduct intake procedures for all shelter guests to assess their individual needs and identify the best referrals for each guest. We will also continue to work with social service providers and outreach workers to develop a plan for each willing guest with the goal of achieving self-sufficiency.

There are many direct and indirect outcomes of intensive year round case management. More individuals will be able to access housing, with an increased ability to remain housed. With the partnership of Dr. Kate from Healthcare for the homeless, those in the program will have longer, healthier lives. While living on the streets or in shelters, they face many health risks – exposure, malnutrition, hygiene, tick and mosquito bites, swelling, severe stress, and TB. Once sick, they are unable to recuperate, leading to prolonged illness and potentially death. Having a home will enable them to take care of their physical health, and lead to fewer ambulance calls and hospital visits than while they were still living on the streets.

²¹ Resource Advocacy Report

Our assessment will be based upon intake data compiled for monthly reports to the Town, including: number of new and returning shelter guests, referrals to social service agencies, number of guests accessing detox programs, client surveys/evaluations, financial and budgetary reports.

Success will be measured by progress toward preventing the loss of life/premature death, securing housing for those who are most vulnerable and achieving self-reliance based upon the individual abilities of each shelter guest. Outreach efforts focusing on the most vulnerable, based upon criteria as established in the National Vulnerability Index, will significantly minimize the risk of death and the perpetuation of chronic mental health/substance abuse issues that most frequently perpetuate chronic homelessness. Significant qualitative and quantitative benefits for the larger community result from a community-based approach to homelessness. Those who have struggled with homelessness become a part of a the broader, supportive community of social service providers, residents, volunteers and the faith-based community that has shown that it is committed to addressing the immediate and long-term issues that perpetuate homelessness in our town and across the nation.

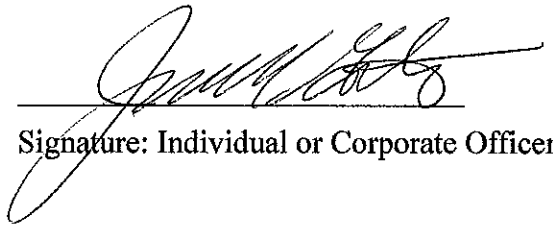
The collection of quantitative data allows our community to measure the direct impact that providing long term case management has on the longevity of housing retention. Priorities for the development of extremely low income housing, a strengthened local network of social service providers, and programs in development by Craig's Doors to extend mentoring and employment opportunities will provide sources for measuring the long-term impact of long term case management toward the ultimate goal of reducing the number of people who are homeless in our community.

CERTIFICATE OF TAX COMPLIANCE

Pursuant to Massachusetts General Law chapter 62C, sec 49A, I hereby certify under penalties of perjury that, to the best of my knowledge and belief, I am in compliance with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

45 2474862

Social Security or Federal I.D. number



Signature: Individual or Corporate Officer

1-5-2015

Date

PLEASE PRINT

Corporate Name: Craig's Doors - A Home Association Inc.

Address: 256 North Pleasant St. Suite 4A

City, State, Zip Code: Amherst, MA 01002

CERTIFICATE OF NON-COLLUSION

The undersigned certifies under penalties of perjury that this Proposal or proposal has been made and submitted in good faith and without collusion or fraud with any other person, business, partnership, corporation, union committee, club or other organization, entity or group of individuals.

1/15/2015

Date

Robert M. Willette

Signature of individual submitting Proposal or proposal

Craig's Doors - A Home Assn. Inc.

Name of Business

256 North Pleasant St. Suite 4A, Amherst, MA 01002

Address of Business

8:29 PM
01/03/15
Cash Basis

Craig's Doors Custom Summary Report January through November 2014

	Jan - Nov 14
Ordinary Income/Expense	
Income	
43100 • Direct Public Support - Admin	
43101 • General Donations	24,482.77
43110 • Hope the Cow	1,782.91
43210 • Valley Gives	2,666.70
43220 • Shelter Sunday	
43221 • Shelter Sunday Administrative	1,500.00
43220 • Shelter Sunday - Other	36,045.77
Total 43220 • Shelter Sunday	37,545.77
43100 • Direct Public Support - Admin - Other	1,500.00
Total 43100 • Direct Public Support - Admin	67,978.15
44400 • Government Contracts	
44450 • State Contracts	
44452 • ESG Contract	27,300.00
Total 44450 • State Contracts	27,300.00
Total 44400 • Government Contracts	27,300.00
44500 • Government Grants	
44530 • Local Government Grants	
44531 • CDBG - Town of Amherst	81,115.83
Total 44530 • Local Government Grants	81,115.83
Total 44500 • Government Grants	81,115.83
44800 • Indirect Public Support	
44820 • United Way Grant	8,333.35
Total 44800 • Indirect Public Support	8,333.35
Total Income	184,727.33
Gross Profit	184,727.33
Expense	
60900 • Business Expenses	
60920 • Business Registration Fees	85.00
Total 60900 • Business Expenses	85.00
62100 • Contract Services	
62110 • Accounting Fees	1,600.00
62150 • Outside Contract Services	
62151 • Accounting/Bookkeeping	2,260.00
Total 62150 • Outside Contract Services	2,260.00
Total 62100 • Contract Services	3,860.00
62800 • Facilities and Equipment	
62805 • Cots	929.74
62870 • Property Insurance	275.00
62890 • Rent	14,875.00
62900 • Repairs	264.66
Total 62800 • Facilities and Equipment	16,344.40
65000 • Operations	
65015 • Bedding, Towels, Curtains	191.17
65032 • Fees and Charges	92.00
65035 • Food	1,188.78
65040 • Guest Transportation	475.25
65045 • Laundry	480.00
65047 • Mailings	1,702.50
65050 • Medicine & Equipment	236.93
65052 • Misc.	172.97
65055 • Postage, Mailing Service	380.65

8:29 PM
01/03/15
Cash Basis

Craig's Doors
Custom Summary Report
January through November 2014

	Jan - Nov 14
65060 • Printing and Copying	2,305.66
65065 • Service Delivery Shelter	24.99
65070 • Supplies	1,918.24
65075 • Telephone, Telecomm	2,552.10
65080 • Utilities	765.56
Total 65000 • Operations	12,486.80
65100 • Other Types of Expenses	
65115 • Bank Charges	60.00
65120 • Insurance - Liability, D and O	2,936.00
65130 • Interest Expense - General	489.78
65170 • Staff Development	1,697.39
65180 • Office Expense	650.02
65190 • Computer Support	57.36
Total 65100 • Other Types of Expenses	5,890.55
66000 • Payroll Expenses	
66001 • Payroll Tax Expense	
66002 • Employer FICA	7,087.78
66003 • Employer Medicare	1,657.64
66004 • Federal Unemployment Tax	869.81
66005 • State Unemployment Tax	4,774.33
66010 • Workers Compensation Insurance	2,526.00
Total 66001 • Payroll Tax Expense	16,915.56
66100 • Wages Expense	
66101 • Executive Director	21,700.00
66110 • Program Director	33,000.00
66120 • Administrative Assistant	4,573.00
66130 • Case Manager	1,277.50
66140 • Community Breakfast Staff	444.00
66155 • Shelter Director	1,364.00
66160 • Shelter Kitchen Staff	462.00
66170 • Shelter Staff	48,957.67
66180 • Shelter Manager	1,233.00
66200 • Women's Annex Overnight Staff	1,308.00
Total 66100 • Wages Expense	114,319.17
66900 • Payroll Processing Fees	480.00
Total 66000 • Payroll Expenses	131,714.73
68300 • Travel and Meetings	
68320 • Travel	9.00
68330 • Meals & Entertainment	135.74
Total 68300 • Travel and Meetings	144.74
Total Expense	170,526.22
Net Ordinary Income	14,201.11
Net Income	14,201.11

Craig's Doors
Budget
September 1, 2014 to August 31, 2015

Income

Direct Mail Appeal	\$30,000.00
General Donations	\$8,000.00
United Way	\$20,000.00
State (EA)	\$200,000.00
Cash collections from Cow	\$2,500.00
Shelter Sunday Fundraising	\$18,000.00
Town	\$70,000.00
Valley Gives	\$2,500.00
ESG	\$23,800.00
FEMA Grant	

Total Income	\$374,800.00
---------------------	---------------------

Expenses

Wages:

Executive Director	\$18,900.00
Program Director	\$45,500.00
Shelter Director	\$23,100.00
Administrative assistant	\$7,488.00
Case Manager/Housing Advocate	\$16,200.00
Managers	\$19,584.00
Shelter and Breakfast Cooks	\$13,734.00
Dinning Car Staff	\$4,536.00
Overnight staff	\$17,808.00
Woman's Annex	\$17,808.00
Opening Staff	\$6,678.00
Staff Meetings	\$1,440.00
Payroll Taxes	\$25,831.98

Total Payroll Wages	\$218,607.98
----------------------------	---------------------

Contractor - Bookkeeper	\$20,800.00
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Total Wages	\$239,407.98
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Workers Comp	\$2,579.00
Development (events/mailings)	\$5,000.00
Fees and charges	\$75.00
Insurance	\$1,291.00
FSB loan fees	\$500.00
Office equipment and supplies	\$475.00
Office Expenses	\$1,855.00

Misc.	\$0.00
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Travel	\$0.00
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Utilities	\$765.00
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Payroll processing	\$520.00
--------------------	----------

Property Insurance	\$1,560.00
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Audit	\$2,000.00
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Corn of MA	\$300.00
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	\$16,920.00
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Meals

Craig's Doors
Budget
September 1, 2014 to August 31, 2015

Community Breakfast Supplies	\$1,500.00
Food	\$1,000.00
<i>Facility</i>	
Rent	\$12,000.00
Trailer parking spaces	\$3,000.00
Rent (and repairs)	\$3,371.00
<i>Fac. Opp/Maint/Furn.</i>	
Cots	\$1,333.75
Office Services (phone/wireless)	\$958.00
Appliances	\$0.00
Trailer Utilities	\$700.00
Phones and internet	\$2,590.00
<i>staff training</i>	
Staff Training	\$1,020.00
<i>Direct Admin</i>	
Office Expenses	\$700.00
Fees	\$375.82
<i>Program Supplies/Mat</i>	
Supplies	\$971.00
Trailer Supplies	\$800.00
Laundry	\$500.00
Medicine & Equipment	\$100.00
<i>Client Transportation</i>	
Transportation	\$200.00
	<hr/>
	\$31,119.57
Installation	
Modular Unit	\$29,900.00
Modular Installation	\$2,850.00
Electrical Installation	\$12,000.00
Tree Trimming	\$1,700.00
Sewage	\$13,500.00
Waterline	\$11,200.00
plumbing	\$4,200.00
Contingency	\$4,000.00
Renovations	\$5,200.00
	<hr/>
	\$84,550.00
Total Expenses	<hr/>
	\$371,997.55
	<hr/>
Income Less Expenses	<hr/>
	\$2,802.45

Craig's Doors, Inc.
Proposed Budget

Income

CDBG	\$	65,000.00
Individual Donations		5,000.00
United Way Funding		2,000.00
Total Income	\$	72,000.00

Expenses

Wages

Program Director	10 Hrs	\$	13,000.00
Case Manager	30 Hrs		28,080.00
Housing Specialist	20 Hrs		18,720.00
Payroll Taxes			8,372.00

Total Wages	\$	68,172.00
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Direct Services

Client Transportation Services	\$	500.00
Client and Landlord Training	\$	412.00
Qualifying housing supplies		500.00

Total Direct Services	\$	1,412.00
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Indirect Services

Program Facility	\$	800.00
Facility Operation		641.00
Equipment (Laptop Computer)		400.00
Staff Mileage	1000 Mi	575.00

Total Indirect Services	\$	2,416.00
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Total Expenses

\$	72,000.00
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Income Less Expenses

\$	-
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Craig's Place-Emergency Shelter Statistics

2011/12, 2012/13 and 2013/14

	2011/12 Season	2012/13 Season	2013/14 Season
	October 30, 2011-April 30, 2012	October 29, 2012-April 30, 2013	November 1, 2013 - May 3, 2014
Season Totals			
Total number of nights in operation	185	184	183
Total number of unique individuals served	161	148	143
Total bednights (number of occupied beds multiplied by nights)	2871	3609	4136
Number of bednights needed in excess of capacity	789	188	441
Total <i>individuals</i> served dinner	3660	3899	4154
Nightly Averages			
Shelter capacity (# of beds per night)	16	22	22 34 (During expanded capacity)
Average number of beds occupied per night	16	20	23
Average number of guests turned away per night	5	1	3
Number of nights authorized to exceed capacity	0	2	35
Average number of beds per night during expanded capacity	0	25	29
Average number of women per night	4	5	3
Average number of <i>individuals</i> served dinner per night	20	21	26
Demographic Statistics			
Racial / Ethnic Breakdown:			
White	66.0%	74.0%	71.0%
Hispanic/white Hispanic	9.0%	8.0%	11.0%
Black	14.0%	16.0%	17.0%
Other:	3.0%	2.0%	1.0%
Not available	8.0%	0.0%	0.0%
Gender Breakdown	80% Male 20% Female	74% Men 26% Women	80% Male 20% Female
% chronically homeless	56%	40%	52%
% physically disabled* (HUD Defined)	63%	34%	27%
% with mental health issues* (HUD Defined)	63%	29%	51%
% reporting some form of substance abuse	50%	41%	45%
% reporting some form of income	68%	73%	54%
# over 60 years old	8	9	9
# Under 25 years old	24	15	17
# of Veterans	11	10	12
# seen by the physician	88	36	45
# found or placed in housing **	18	30	31
# assisted with employment	Not Available	Not Available	21
# working with Resource Advocates	Not Available	Not Available	53

NOTES

bednights is the total number of beds occupied (i.e. number of individuals x nights of operation)

* Physical and Mental disability statistics where combined in 2011

** Includes: Transitional housing, and sober housing

Craig's



Resource Advocates Report

Shelter
Season
2013-2014

# working with Resource Advocates	53
# assisted with employment	21
# successfully found employment	8
# assisted with housing search	32
# Referred to a Social Worker	8
# Referred to a physician	19
# Helped with MassHealth applications	3
# Assisted with SNAP benefits	5
# Assisted with Transportation	27
# Referred to Veteran Services	1
# Sent to Detox/Rehap Facilities	2
# Transferred to other programs	1
# helped with cell phones	4
# Helped with researching information	53

3 County CoC PIT Count: 2014 Highlights

PIT collection and reporting requirements tripled this year to include demographic data and subgroup data specific to Veterans. Below: A screenshot of changing requirements over time.

Date of Count: 01/25/2012 ▼	Date of Count: 01/30/2013 ▼	Date of Count: 01/29/2014 ▼
• Point-in-Time Summary	• Point-in-Time Summary	• Point-in-Time Summary
• Point-in-Time Methodology	• Point-in-Time Methodology	• Point-in-Time Methodology
• Point-in-Time Summary Veterans	• Point-in-Time Summary Veterans	• Point-in-Time Summary Veterans
• Point-in-Time Subpopulations	• Point-in-Time Subpopulations	• Point-in-Time Subpopulations
• Notes Report	• Notes Report	• Notes Report

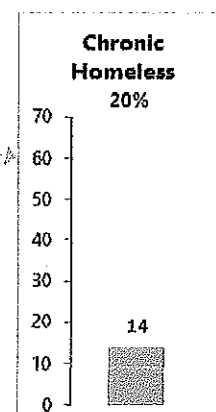
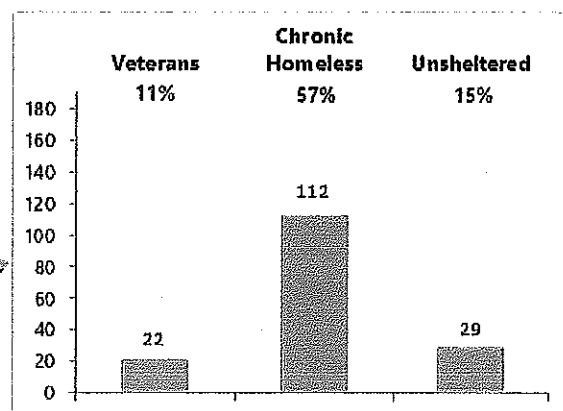
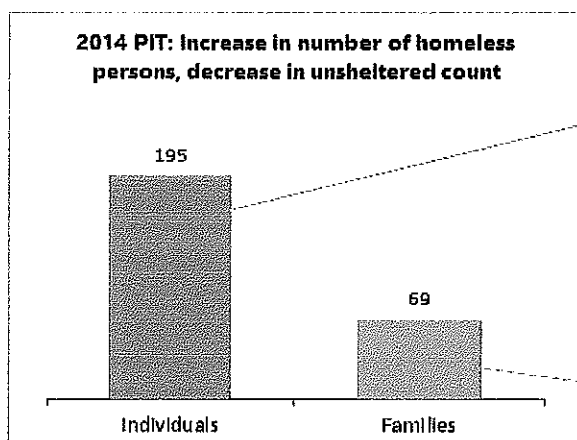
> In 2014, **753** persons in 582 households were counted as homeless throughout the region on the night of the PIT survey. Of these persons, 45% were living in transitional housing; 50% were staying in emergency shelter; and 5% were living outside.

> Overall, the number of persons who were homeless increased by 11% compared to last year. The increase was driven by a 38% increase in the number of individuals and families staying in winter and/or overflow shelters.

> For the second year in a row, there were **NO** homeless veterans living outside!

> Of those who were immediately homeless - staying outside or in emergency shelter - more than half were reported to be chronically homeless.

Almost 200 individuals were staying in emergency shelter or living outside on the night of the count.



Sixty-nine families were staying in emergency shelter or overflow hotel/motel rooms on the night of the count. No families were living outside. There were no Veteran families.

Craigs Doors

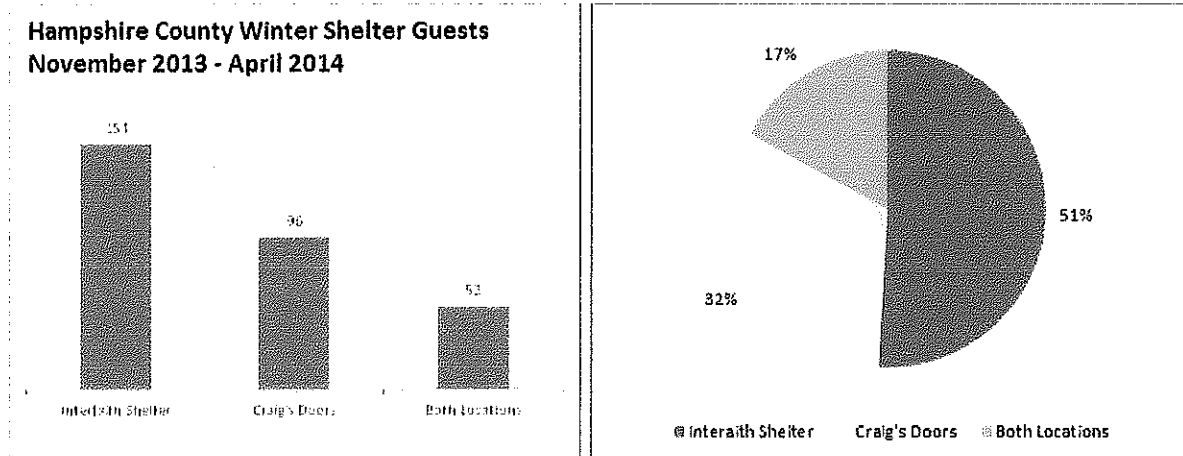
Tuesday, November 25, 2014
8:35 AM

Data Report

Some 302 persons stayed at Hampshire County Winter Shelters during the 2013-2014 season.

Of these persons:

- 154 visited the Interfaith Cot Shelter in Northampton
(representing 51% of all Hampshire County winter shelter guests)
- 96 visited Craig's Doors in Amherst
(representing 32% of all Hampshire County winter shelter guests)
- 52 had at least 1 visit at both locations
(representing 17% of all Hampshire County winter shelter guests)



Craig's Doors Participant Profile

Regarding the 148 persons who visited Craig's Doors during the 2013-2014 season...

1) Guest characteristics

Craig's Doors Guests • November 2013 to April 2014					
	#	%		#	%
Age			Disabling Condition*	84	57%
18-24 [†]	21	14%			
25-62	121	82%	Homeless History		
62+	6	4%	Newly homeless	44	30%
			Chronically homeless	30	20%
Gender			Prior Living Situation		
Female	30	20%	Outdoors	28	19%
Male	118	80%	Other homeless setting	71	48%
Ethnicity			Discharged to homelessness	24	16%
Hispanic	16	11%	Permanent housing	6	4%
Not Hispanic	132	89%			
Race			Community of Origin		
African American/Black	21	14%	Amherst	16	11%
White	117	79%	Northampton	23	16%
Other	1	1%	Other Hampshire County	15	10%
			Other Western MA	43	29%
Veteran*	12	8%	Central or Eastern MA	36	24%
			Out of State	15	10%

Notes:

*Not all percentages add up to 100 due to missing values

[†]Two individuals in this group were actually 17 yrs old

* Missing data exceeded 10% of values

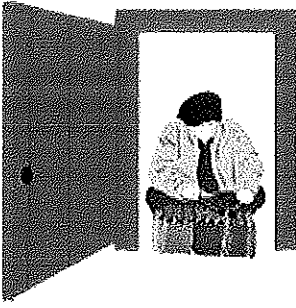
Age: About 14% of guests were unaccompanied youth or young adults aged 17 to 24 yrs while 4% of guests were 62 yrs or older. The average age of guests was 40 yrs.

Race/Ethnicity: At least 79% of guests were White, 14% were African American or Black, <1% were some other race, and 5% of guests had missing information; 11% of guests were Latino/a.

Gender: Approximately 20% of guests were women, similar to what is seen historically at all Hampshire County emergency shelters.

Veteran Status: Approximately 8% of guests were Veterans. This information was missing for 12% of guests.

Disabling Conditions: Approximately 57% of guests were reported to have some type of disabling conditions (e.g., significant mental health issues; substance abuse; HIV/AIDS; other chronic health conditions). This information was missing for 12% of guests.



Craig's Doors - A Home Association, Inc.

256 North Pleasant Street Suite 4 A, Amherst, MA 01002-1729

P.O. Box 101, Amherst, Massachusetts 01004-0101

www.craigdoors.org • (413) 437-0776

Board of Directors

Jerald H. Gates - President of the Board; President, Echo Village Corporation; South Deerfield, MA

Jan Dizard - Board Clerk; Professor at Amherst College; Amherst, MA

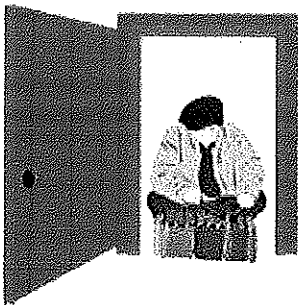
Sarah Marshall – Board Treasurer; Amherst, MA

Gerry Weiss – Board Chair; LISW; Amherst, MA

Jim Lumley – Board Director; Lumley Real Estate; Amherst, MA

Marion Rosenau – Board Director; Amherst, MA

Andrea Lorraine – Board Member Emeritus; Founding member and sister of Craig Lorraine; Salem, MA



Craig's Doors - A Home Association, Inc.

256 North Pleasant Street Suite 4 A, Amherst, MA 01002-1729

P.O. Box 101, Amherst, Massachusetts 01004-0101

www.craigdoors.org • (413) 437-0776

Organizational Chart

Craig's Doors – A Home Association, Inc.

Craig's Doors Board of Directors:

Jerald Gates, President

Sarah Marshall, Treasurer

Gerry Weiss, Chair

Jan Dizard, Clerk

Jim Lumley

Marion Rosenau

Andrea Lorraine, Emeritus

Acting Executive Director and Program Director

Rebekah Wilder

Bookkeeper

Lynn Nystrom

Shelter Director

Joseph Fleming

Shelter Managers

Rachel Weiss

Christine Miranda

Case Managers

Shelter – Emilia Dunkley

Supportive Housing Collaborative – tbd

Housing Specialist

tbd